



TERRY L. STEWART - DIRECTOR

JUNE - 2001

COTA Opens Prison Simulators

by Sandra Walker, COTA Commander

Beds, toilets, televisions, food, photos, pornographic magazines, inmate clothing and hidden contraband, every last detail has been included to make the COTA prison simulators appear to be authentic prison cells.

Recently, Director **Terry Stewart** presided over a **Ribbon Cutting Ceremony** to inaugurate the prison simulation classrooms at COTA. The classrooms were designed to facilitate training exercises necessary to reinforce real-life job skills.

The prison cell simulators, known as "CB9", include three realistically simulated prison habitats; a medium-custody, 6-bed open-dorm with overlooking control room; one

maximum-custody female housing cell; and one CDU cell with a maximum restraint bed. "CB9" also includes chain link caging, a property room, commissary, inmate phone bank, inmate day room area and porter closet with water chase. Special attention was given to detailing the areas to ensure they reflect a realistic atmosphere, including inmate property, hobby craft and contraband. Viewing areas were built to allow non-participating cadets to observe and learn while scenarios are conducted.

Through use of the prison simulation Classroom, the level of learning has markedly improved. The COTA staff are deserving of praise



Director Stewart and Commander Walker open "CB9"

for their hard work and ingenuity in creating this long-overdue training aid.

Another project has been completed to attract quality adjunct

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Warrior Society Certified



An inmate displays the identifying "Warrior" tattoo

The Aryan Brotherhood, New Mexican Mafia, Old Mexican Mafia, Border Brothers, Grandel, Surenos and Mau Mau are all certified prison gangs within the walls of the Arizona Department of Corrections.

Now there is another, the Director certified the Warrior Society, a gang comprised of Native American inmates, as a security threat group. The certification will be effective on July 5.

Security Threat Group Unit Officer **Jerry Dunn** said, "The need to certify the Warrior Society was eminent. They

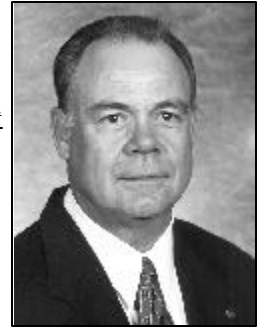
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DIRECTOR'S PERSPECTIVE

by Terry L. Stewart



Sometimes when we look at the social, political and financial problems in the world they could be overwhelming. There is no way one person could solve all the problems in society and help every individual who is in need. However, the way one person could make a difference, in our large world, is to do his or her part.

For nearly two decades, campaigns such as the Law Enforcement Torch Run for Special Olympics Arizona and the State Employees Charitable Campaign have offered an opportunity for employees of the Arizona Department of Corrections and other state employees to help their neighbors, friends and loved ones.

And let it be known, Arizona Department of Corrections employees have made a difference. For the last four years, our employees have placed the Department at the forefront of all state and law enforcement agencies by raising more money for LETR and SECC.

Through golf tournaments hosted by the Director's Office and ASPC-Perryville, a motorcycle poker run and a penny competition hosted by ASPC-Safford, the Central Office Brat Fry, ADC employees bike riding from Douglas to Phoenix, the Coyotes Hockey Night, multiple Cops and Lobsters events, various bake sales, a kissing booth (Hershey kisses,) merchandise sales and much more, ADC was able to raise more than \$60,000 for the 16th Annual Law Enforcement Torch Run, which ranked us first among all law enforcement agencies.

In 2001, ADC has been selected as a pacesetter agency for SECC, meaning we will begin our campaign early, end early and serve as a model for other state agencies. The campaign is scheduled to begin on September 10 and end on November 16. This year, with events all over the state of Arizona, the SECC hopes to build on last year's total of \$1.62 million. As an agency, ADC ranked number one in raising more than \$395,000 for SECC.

During these campaigns, I observed a true collaborative effort and a high level of participation from all ADC employees. This effort and enthusiasm was evident at all of the fund raisers I attended. Whether it be executive staff members, wardens or officers, employees from all areas contributed to the success of the campaign.

Once again, thank you for supporting these campaigns. *Give a Hand, Touch a Heart.... Together WE Win!*

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The Four legged Stool: Spirituality

by Michael Arra, Media & Public Relations



Some might consider a three-legged stool good enough. It's balanced, and it will stand. But there is no question that a fourth

leg makes an even more stable stool.

In the first three articles in our series on the four-legged stool, the foundation to reverse criminal behavior in inmates, you learned that Education, Work, and Substance Abuse Programming form the first three legs. Our fourth leg, the one that would add even more stability, exists only in an inmate's heart and soul. The fourth leg of our symbolic stool is Spirituality.

Spirituality in itself consists of at least four major components: a Code of Conduct, Personal Accountability, Forgiveness, and Hope.

Code of Conduct - A code of conduct is something that is taught in virtually every religion. The religious tenets common to all are to live by a "golden rule," do unto others as you would have them do unto you; to love your neighbor as you would yourself; and to live by the laws of the Almighty, such as the Ten Commandments. These laws of religion happen to be what the laws and standards of our society are built upon. To live within a code of conduct, is to live in peace and harmony with our fellow citizens.

Personal Accountability - A trait that most of us inherited from our mothers and fathers, is personal accountability. We

are responsible for our own actions and our behavior. There is no one else to blame for our mistakes. That's the code our parents lived by. Personal accountability also happens to be something taught in virtually every religion. To be good citizens, we must be personally accountable for our own actions. Behavioral change comes with an admission that one's sins against society (the crimes he or she committed) are one's own fault and not somebody else's.

Forgiveness - In many cases, inmates need to be able to forgive themselves for what they've done in order to move forward.

Hope - When an inmate understands that through the other legs of the stool - education, work, and substance abuse programming, he can make things better

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A FIRST IN ACJC REFLECTS PROMINENCE FOR ADC



Corrections Director Stewart addresses Town Hall participants

For the first time in the history of the Arizona Criminal Justice Commission (ACJC), an Arizona Department of Corrections director is serving as its chairman. Additionally, Corrections Director **Terry Stewart**'s election by fellow commission members to the two year chairmanship marks only the second time that one of the three gubernatorial appointed agency directors statutorily assigned to the commission, has served as ACJC's chairman. The late Ralph Milstead, then

the Director of the Department of Public Safety, served as chairman in 1987-88.

The Department of Corrections has been emerging in the state's criminal justice community, and it is enhanced with Director Stewart's chairmanship, according to ACJC Executive Director Michael Branham. "It gives ADC great credibility in the criminal justice system," Mr. Branham said.

The ACJC, historically, has had a law enforcement and prosecutorial orientation. The commission is made up primarily of chiefs of police, county sheriffs, and county attorneys from around the state. A corrections director serving as chairman of the commission, will bring a different flavor, according to Mr. Branham.

"You have to be a strong consensus builder, as well as a leader. You have to be able to recognize all the diverse opinions. Terry Stewart is really a criminal justice guy, because he's in a position where he can understand the perspectives of the police departments, the prosecutors, and the courts,"

Branham said.

Another member of the commission, Maricopa County Attorney Rick Romley, welcomed the Director's role as ACJC chairman. "Terry Stewart's strength is found in his ability to conceptualize the challenges facing the criminal justice system in both the long and short term. Additionally, he has the strategic vision and logistical ability to position the criminal justice system to meet these challenges," Mr. Romley said.

The Arizona Criminal Justice Commission was established by law in 1982. The 19-member commission serves as a resource and service organization for more than 480 of the state's criminal justice agencies on issues ranging from drugs, gangs, and victim assistance, to record improvement programs. It also works to facilitate information and data exchange among agencies. Director Stewart's two-year term as ACJC Chairman began in January, 2001.

The New Business Solutions Council

The Department of Corrections' Venture Board is now the ADC Business Solutions Council.

The reason for the name change of this group of correctional professionals and volunteer private sector executives, is because its methodology has been modified into a Total Quality Management orientation. The Business Solutions Council's purpose, however, fundamentally stays the same: to assist the Department in realizing its mission by developing recommendations to provide more efficient and effective services and policies. By operating in the TQM process, the council will help to ensure employee input is received for possible implementation by the Department. The Business Solutions Council will assist TQM teams by providing direction using best business practices in order to meet the team's goals and objectives.

For example, a TQM team working on streamlining ADC warehouse operations, recently briefed the council on its findings, and requested assistance in how to test its recommendations. A pilot program will be initiated that will reduce line items in inventories and create a system of sharing inventory items within the warehousing system. The goal is to put more operating dollars back into play for vitally important items such as stab vests and radios by reducing unnecessary and surplus inventory items.

The ADC Business Solutions Council is a fifteen member board which includes the Director, and nine other Department administrators. The remaining four members are prominent business persons.

The new chairman, and an original member of the former Venture Team Board is Mr. Thomas Hocking who is President



Thomas Hocking

of Municipal Financial Consultants in Phoenix. He also has held financial management positions with the cities of Phoenix and Prescott, Arizona.

Mrs. Dorothy Finley is President of Finley Distributing Company in Tucson, and is active in numerous community



Dorothy Finley

organizations and boards, including the Arizona State Liquor Board.

Mr. Charles Hemann is a retired Vice President and Director of Public Affairs at First Interstate (now Wells Fargo) Bank. He has served on the Venture Team Board since its inception and continues to apply his public affairs experience to community service.



Charles Hemann

Mr. Fred Weber is the former Chief Executive Officer of the company that operates radio stations KFYI-AM and Power 92-FM in Phoenix. He also is a member in the One Hundred Club of Phoenix and the State Bar Associations of Michigan and Florida.



Fred Weber

Health Services Has New Assistant Director



Dr. **Stanley Hoffman** has filled a new position in the Health Services Division overseeing and managing all clinical aspects of inmate care and Occupational Health. Hoffman comes to ADC from the Pennsylvania Department of Corrections, where he served as Regional Medical Director.

Dr Hoffman was positive about the Department from the very beginning. "Last year, I visited Safford and Douglas as a physician auditor of an NCCHC survey. I remember being impressed with the structure that was in place," said Hoffman.

His vast correctional career includes former positions as

State Medical Director for the Vermont Department of Corrections, physician member of the Pennsylvania Department of Corrections Quality Assurance Committee and Chairman of the Correctional Physician's Society Fellowship Committee. Dr. Hoffman is trained in general surgery, cardio-thoracic, burn, and hand surgery. He was also a charter member of the American College of Emergency Physicians. He is a Diplomat of the *American Board of Quality Assurance and Utilization Review*, and certified in managed care.

When describing his management style Hoffman said, "You can basically define me as a centralist—not much for major changes, just interested in working with the system to make it run smoother. I also try to maintain a calm, open environment around me."

QWL-21 Status Report

	CATEGORY DESCRIPTION	ACTIVITY																																				
1.0	Major shift culture/Open dialogue	The Department continues to encourage and support, open and honest communication between all ADC staff																																				
2.0	Major shift culture/Interaction with staff	<p>May 8 -Director toured C.O.T.A. and met with staff.</p> <p>May 21, 22 -Director and Deputy Director toured ASPC-Safford/Fort Grant and met with cross-section of staff.</p> <p>May 31 -Director met with executive board of AZCOPS. Two and a half-hour discussion of general issues affecting COs.</p> <p>June 1 -112 employees recognized with awards at Quarterly Administrator's meeting.</p> <p>June 14 -Director and Deputy Director toured ASPC- Winslow/Apache and met with cross-section of staff.</p>																																				
4.0	Major shift culture/Assessment tool	Processing through chain-of-command for review																																				
12.0	Program Officers	The TQM Team on the 320 hour COTA curriculum has conducted their last meeting. The recommendation packet will be completed and forwarded to Director Stewart for review.																																				
13.0	Paperwork	Team reviewed Secretary of State policy on electronic signatures and <i>Team 2000 Report on the Forms Management System</i>																																				
16.0	Recognition/Peer to Peer	Draft of revised DO 506 will be reviewed by Executive Staff for input before submitting to Director Stewart																																				
19.0	Investigations and Discipline/ Managers Training	<p>Training in Mistakes vs. Misconduct was held during the June 1 Administrator's Meeting.</p> <p>TQM Team is nearing completion of the review of DO 508- Employee Discipline.</p> <p>Prison Operations Division has been tracking numbers of Mistakes & Misconduct. For April & May, 2001 they are:</p> <table> <tr> <th><u>Complex</u></th><th><u>Mistakes</u></th><th><u>Misconduct</u></th></tr> <tr> <td>Eyman</td><td>86</td><td>16</td></tr> <tr> <td>Florence</td><td>53</td><td>26</td></tr> <tr> <td>Perryville</td><td>9</td><td>1</td></tr> <tr> <td>Phoenix</td><td>8</td><td>8</td></tr> <tr> <td>Winslow</td><td>4</td><td>13</td></tr> <tr> <td>Douglas</td><td>15</td><td>20</td></tr> <tr> <td>Lewis</td><td>12</td><td>7</td></tr> <tr> <td>Safford</td><td>3</td><td>14</td></tr> <tr> <td>Tucson</td><td>111</td><td>18</td></tr> <tr> <td><u>Yuma</u></td><td><u>10</u></td><td><u>15</u></td></tr> <tr> <td>Totals</td><td>311</td><td>138</td></tr> </table>	<u>Complex</u>	<u>Mistakes</u>	<u>Misconduct</u>	Eyman	86	16	Florence	53	26	Perryville	9	1	Phoenix	8	8	Winslow	4	13	Douglas	15	20	Lewis	12	7	Safford	3	14	Tucson	111	18	<u>Yuma</u>	<u>10</u>	<u>15</u>	Totals	311	138
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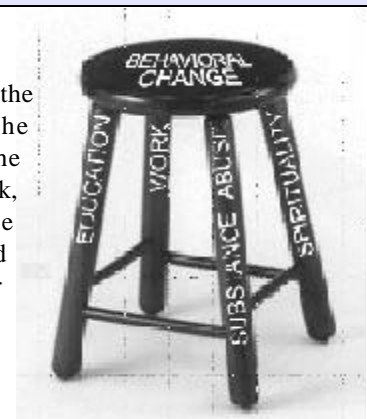
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and turn his life around, and that his destiny is in his own hands, there is hope for a better future.

These are the components of Spirituality, which you might consider the "unworldly" adherent to behavioral change. Spirituality solidifies the foundation for behavioral change, and completes our four-legged stool.

As servants to the people of Arizona, we must do everything we can to live up to our name: the Department of Corrections. We can not mold an inmate into a rehabilitated person, never to break the law again. An inmate can do that only for himself. But what

we can do is provide the inmate with the foundation he or she needs: Education, Work, Substance Abuse Programming, and Spirituality - the Four Legged Stool.



Get Smart about Hepatitis C!

Hepatitis C is a disease of the liver. It causes the infected liver to become inflamed, which can lead to swelling and tenderness.

Infection with hepatitis C may develop into chronic liver disease and increases the risk of liver cancer.

The hepatitis C virus is spread mainly through contact with infected blood. You can get it from: intravenous (IV) drug abuse, getting tattoos from contaminated needles or with contaminated ink, getting body piercings with contaminated needles, snorting cocaine with equipment shared with others, sharing razors or toothbrushes with an infected person and high-risk sexual activity, such as having more than one partner or not using condoms

As a correctional officer, you might

by Allison Banks-Conyers, Health Services

come into contact with inmates who have hepatitis C. It is important to consider where and how you could be exposed to an inmate's blood or other bodily fluids.

Most people who get hepatitis C have no recognizable signs or symptoms. You can feel and look perfectly healthy yet still be infected with the disease.

A few people do experience flu-like symptoms in the beginning, such as loss of appetite, nausea, fever, weakness, tiredness, as well as mild abdominal pain. Less common symptoms include dark urine and yellowing of the skin and eyes.

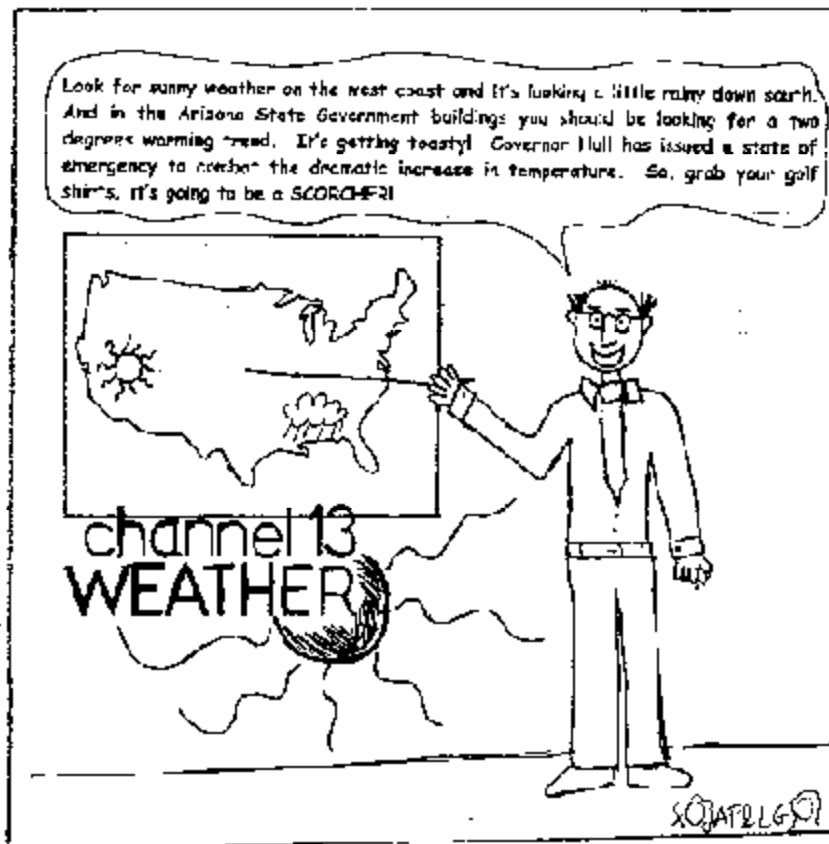
The only way this disease can be positively identified is through blood tests.

Did you know that ?

- Over the last 5 years, ADC had an escape rate average of .71 per 1000 inmates; Over the last 5 years, the national average for escapes is 9.61 per 1000.
- From 1996 to 2000, prison population increased by 18% and prison and exterior work crew escapes decreased by about 54%.
- Over the last 5 years, ADC had an average of 2.5 inmate on staff assaults and 12.4 inmate on inmate assaults, well below the national average of 14.6 and 28.4 respectively.
- For the last 5 years, ADC has been 13.6% below the national inmate operating cost per day.
- For the last 5 years, ADC has been at 38.9% below the national average for inmate medium and maximum security bed cost.
- ADC maintains a monthly average of 12,000 contacts by religious representatives.
- Even with inflation, ADC's annual cost per inmate for health care has remained between \$2,143 and \$2,600 for the last five years.
- In the last five years, ADC had an average of 5900 offenders released(paroled) for community supervision with an annual average of 9500 under supervision.
- Education programs have continually met the target of an average of 2 grade level increases for inmates enrolled in literacy programs, GEDs, etc.

Prepared by the Office of Strategic Planning and Budgeting

Pun Intended



Training is the Key



Pictured here is Scott Meyers from Information Technology conducting GroupWise training.

The Staff Development and Training Bureau is offering computer training in its eight-station computer lab in the Bureau offices on the fourth floor of 1645 West Jefferson. At this time, training topics are limited to Inmate Time Computation, GroupWise and Introduction to Windows, however the Bureau is looking for ways to expand the number and types of classes that can be offered.

Following a tragic accident involving an ASU van in

February 1998 that resulted in one fatality and several life-altering injuries, Arizona's Risk Management revised the Arizona Administrative Code to include mandatory van safety training.

All agencies were required to implement a mandatory van safety training program for drivers of passenger vans designated for occupancy of 8 to 15 people. Participants must receive classroom instruction, behind-the-wheel instruction, and a certificate proving they have completed the course. The certificate must be kept on file in the agency's Fleet Management Office.

Although mini-vans are technically exempt from the above requirement, the information presented in the van driver safety course is useful information to people who routinely or even occasionally drive Department mini-vans. **Accordingly, the Department has mandated van driver safety training for people who drive 8 to 15 passenger vans and made it optional for mini-van drivers.**

This one-time-only required course is evidence of sincere concern on the part of the State of Arizona for the safety



and welfare of its greatest asset: its employees. Please contact your Training Officer if you are interested in taking Van Driver Safety Training.

Director Stewart remains committed to ensuring ADC has a strong training program. In the spirit of Corrections Quality of Work Life - 21, he has taken two important steps towards making training more user-friendly, first by shifting the training year to a cycle corresponding with the calendar year and second by publishing a streamlined, easy-to-use training plan.

Supervisors may want to place a photocopy of the single-page Training Plan in each employee's PACE file as an easy way to track completion dates for mandatory training.

Subject matter offered in this training year is geared toward QWL - 21, and also includes topics such as **Staff Safety: Disturbance Indicators and Security Threat Groups**. The **Disturbance Indicators** class identifies common warning signs that often precede disturbances. An accompanying video illustrates the major points covered in the training and class discussion offers opportunity for all staff - not just security - to participate. The **Security Threat Group and Personal Protection** class is designed to keep employees up to date on groups that attempt to jeopardize prison operations and against whom employees need to remain vigilant.

The **Supervisory Issues: Mistakes vs. Misconduct** class explores basic concepts and procedures to be used when assessing employee disciplinary

matters, to include review of the incident and the context in which it occurred as one of the determinants.

Workplace Relations: Working Together emphasizes that all forms of misunderstandings, such as harassment, diversity problems, and workplace violence can be minimized. Security can be enhanced through mutual respect, good communication skills and understanding the interplay between the organization's formal and informal structures.

Working with Female Offenders reviews issues encountered by staff who work with female offenders, including improvement of inter-gender communication skills to increase staff effectiveness. With a goal of reducing employees' potential harm from exposure to hazardous material, how to handle and store these materials safely will be discussed in the **Hazardous Materials** course. The corrections environment is full of potentially transmittable diseases. The **Communicable Disease** course provides tips for preventing communicable disease transmission.

IMS Field Exercise/Overview is a unit exercise in the proper implementation of a "C" level IMS. Non-institution staff will be provided an overview of how IMS operates and under what circumstances it is used.

What's New at adcprisoninfo.az.gov

- New **HOME PAGE**
- Reworked **HRD Pages** - name change of Higher Ed Program to **Career & Academic Advisory Program**
- New **DI 172** - Inmate Transportation (restricted)
- New **DI 173** and revisions - Palm Pilot computers
- New **DI 174** - Regulations for staff who are visiting COTA
- Revised **DO 909 Attachment A** - Inmate Property List
- Updated Career & Academic Advisory Program page re. **program changes**.
- Department Order revisions:
- **DO 113** - Institutional Management/Organizational Structure, and
- **DO 202** - Public Access - Tours and Board hearings,
- **DO 303** - Bank Accounts/Petty Cash system,
- **DO 506** - Employee Awards/Recognition,
- **DO 509** - Employee Training and Education,
- **DO 701** - Inmate Accountability Systems,
- **DO 901** - Inmate Records Information/Court Action,
- **DO 903** - Inmate Work Activities,
- **DO 105** - Information Reporting (Restricted)
- **DI 169** - Staffing Procedures
- **IN THE NEWS** - the monthly Media & Public Relations reprint of press coverage of ADC is now on-line! There are usage instructions on-line at <http://www.adc.state.az.us/ITN/ITNsearch.html> which is the web access page to the feature.
- **DI 177** - Casual Dress
- **DI 178** - Disability Benefits/Inmate Release
- ADC Fiscal Year 2000 **Annual Report**
- Revised **DI 125 (PS)**
- Our web's STG feature was recently featured as **Website of the Week** by Corrections.com

By Paul Lamprill
Webmaster

COTA Opens Prison Simulators continued from page 1

instructors. Six instructor dorm rooms were upgraded to "hotel-quality" accommodations for pre-service instructors. Each room is comfortably appointed with a refrigerator, microwave, coffee pot, hair dryer, upgraded carpeting, ceiling fan, attractive furnishings, full-size bed and TV/VCR. The remodeling will allow visiting instructors and staff to stay at COTA comfortably, while enabling COTA to redirect the significant amount of money previously paid to local lodging establishments.

The TQM Committee reviewing the proposed pre-service curriculum expansion, a component of Director Stewart's *QWL-21* Program, are diligently working on their tasks and recommendations to be presented in the near future. In the meantime, in preparation for the curriculum expansion, an existing classroom has been reconstructed, creating an eighth classroom. The additional classroom is equipped with the necessary computer equipment and monitors required to operate the instructor support materials and presentations.

Finally, a "dead space" between the entrance doors of the new classroom



Cadets perform simulation search at COTA

was recognized for its potential as a COTA Time Capsule. The space was sealed with "treasures" and memorabilia donated by COTA staff commemorating the past 15 years of COTA's existence. Included are well-worn running shoes, class flags, a tie, a pin, class plaques, a clock, posters, letters, pictures and a current "Who is in Prison?" pamphlet.

More enhancements are planned for the near future including a 24-hour distance-learning computer lab and a resource library.

The staff of the Academy extend an invitation to all ADC staff to come tour the facility. We know that once you experience the facility you'll be enthusiastic about participating in the development of our Correctional Officers.

Warrior Society Certified continued from page 1

threaten staff safety. Warrior Society members are increasingly becoming involved in prison disturbances, manufacturing and possessing weapons, assaults, extortion and drug activity."

The origin of the Warrior Society can be traced back to a disturbance on the athletic field at Florence Central Unit on July 7, 1982. The fight was between Native American and Black inmates because of one inmate having control over another inmate. The incident marked the beginning of militant Native Americans forming the Warrior Society, according to Dunn.

The Warrior Society, consisting of 118 members, is formed strictly along ethnic lines. Like other security threat groups, the Warrior Society formed for power, protection and profit.

Once a potential gang member is worthy of being considered a member of the Warrior Society, he will be allowed to wear the tattoo. The tattoo is a war shield on the right side of the neck with two feathers hanging down over the upper chest. The tattoo is the same for all members with personal changes made to the shield in relation to the tribe or belief of the member.